Joint and Expeditionary Mindset: The Joint Inspector General

Day 9

Wartime IG

The IG's Role in Military Operations

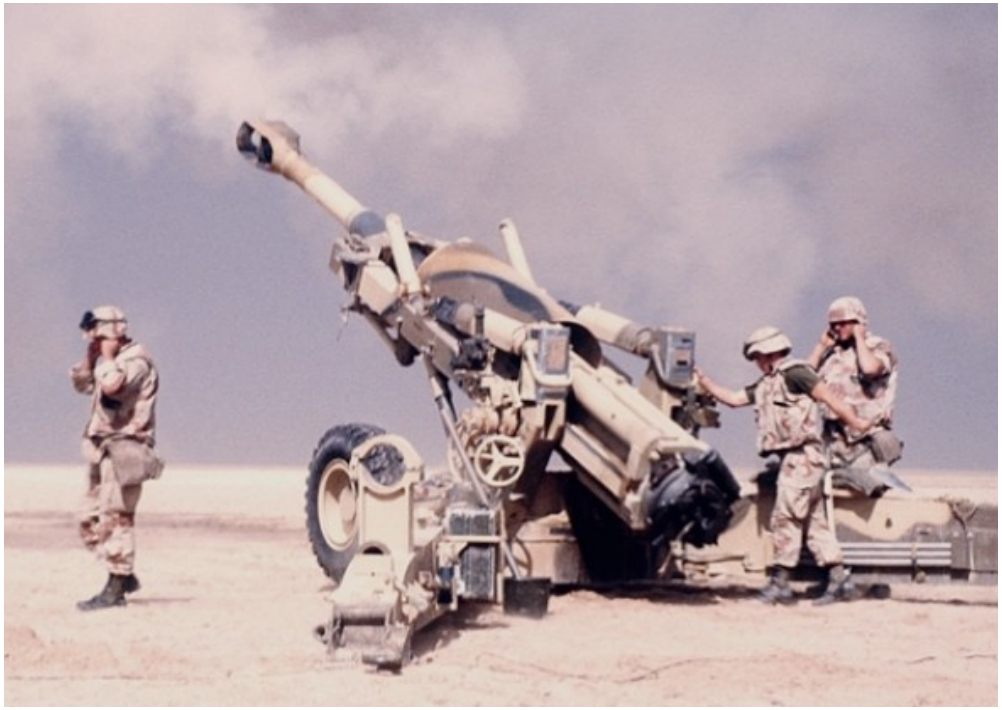
ELOs

- **Describe the IG's role and functions during military operations.**
- **Describe the impact of military operations on the four IG functions (Inspections, Assistance, Investigations, and Teaching and Training).**
- **Describe the techniques an IG can use to ensure that all soldiers have access to IG support during military operations.**

Full Spectrum Operations

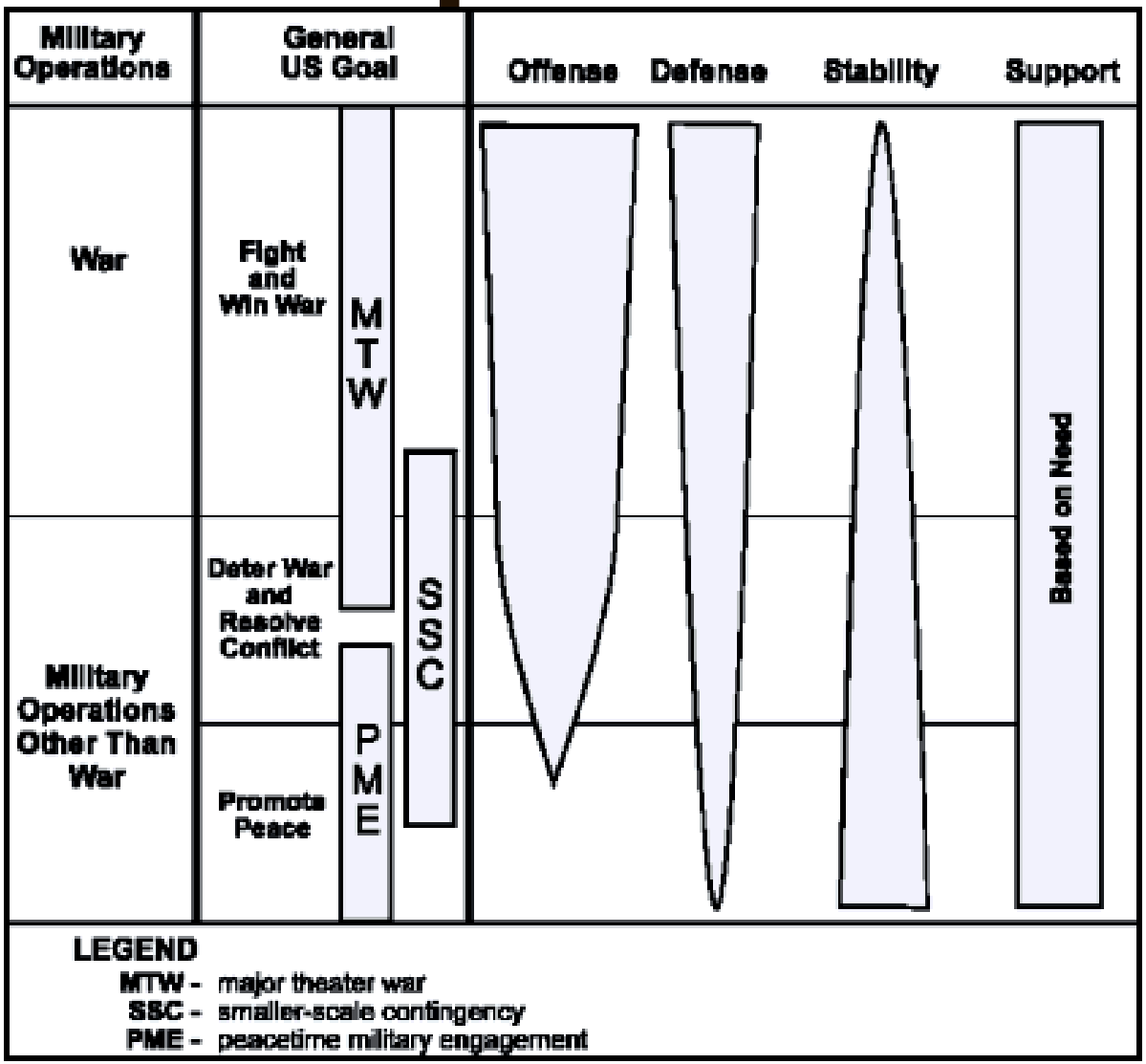
Wartime IG

- **IGs must be prepared to support the full spectrum of operations:**
  - **Offense**
  - **Defense**
  - **Stability**
  - **Support**



Wartime IG

Range of Army Operations



Wartime IG

IG Role in Military Operations

ELO

- **During war, IGs perform the same four functions as they do in peace:**
  - **Assist, Inspect, Investigate, and Teach and Train.**
- **IGs have the same role of extending the eyes and ears, voice and conscience of the commander.**

- **The task and standards don't change, just the conditions!**

Deploying IGs

- **Focus on high payoff issues that impact on the unit's ability to:**
  - **Rapidly mobilize**
  - **Deploy**
  - **Sustain itself**
  - **Conduct operations**
  - **Redeploy**
  - **Prepare for the next mission or conduct reconstitution**

State IGs

- **Be prepared to (BPT):**
  - **Assist with the deployment of National Guard units**
  - **Assist nondeploying units**
- **Expect increased activity from family members**
- ***When does AR 608-99 apply to the Reserve Component?***

Supporting Theater IG

- **Focus is similar to deploying unit IGs:**
  - **Mobilization**
  - **Deployment**
  - **Certifications**
  - **Sustainment**
  - **Preparation for combat, redeployment, and reconstitution**
  - **Soldier morale and welfare**
  - **Civilian issues**

Nondeploying Supporting IGs

Wartime IG

- **BPT provide IG support to**
  - **Residual units**
  - **Garrison activities**
  - **Families of deployed soldiers**

The Operation Plan / Order

OPLAN / OPORD

Staff Estimates

- **IGs must be involved from receipt of the mission to production of the Operation Order (OPORD).**

- **Include anticipated IG actions during each phase of the operation**

The IG Annex

- **There is no doctrinal IG annex or appendix in the OPLAN or OPORD.**
  - **What's your unit SOP?**
  - **The IG's plan is often in an appendix to Annex I Service Support:**
    - **Appendix 1 Service Support Overlay**
    - **Appendix 2 Traffic Circulation and Control**
    - **Appendix 3 Personnel**
    - **Appendix 4 Legal**
    - **Appendix 5 Religious Support**
    - ***Appendix 6 Inspector General ?***

The IG Annex

- **Identify the command post (CP) from which the IG will operate.**
- **Usually, the IG is in the rear CP, or near the main CP.**

Wartime IG

Planning IG Coverage and Support to Soldiers

- **Determine method of IG coverage in the theater of operations where units may be widely dispersed.**
  - **Recommend the MACOM CG appoint Acting IGs to cover remote locations.**
  - **Provide IG Assistance on an area basis.**
- **Indicate the method of IG coverage in the OPLAN / OPORD.**
- **Establish a schedule to visit all unit locations.**

What Are Acting IGs?

Wartime IG

- **Commissioned officers**
- **Appointed by the MACOM commander as an additional duty**
- **Trained by a detailed IG**
- **Can only provide assistance**
- **Must forward all IG records to detailed IG**
- **Takes an IG oath**
- **More restrictions in AR 20-1, para 2-2f**

How to Train Acting IGs

Wartime IG

- **Detailed IGs can download training materials at: http://tigu-online.ignet.army.mil/tigu_online/index.htm**
- **The Acting IG Guide (document)**
  - **IG Concepts (Part 1, slides)**
  - **IGAP (Part 2, slides)**
  - **Special Cases (Part 3, slides)**
  - **IGAP Examples (Part 4, slides)**

- **Pay TDY for a TIGS instructor**

The Impact of Military Operations

IG Functions: Assistance

ELO

- **Both deployed and supporting IGs can expect increases in requests for information and assistance**
- **Assistance cases account for the majority of the deployed IG's workload**
- **Use IG technical channels; stay flexible**
- **Once combat operations cease, expect and plan for an increase in IGARs**

Typical Assistance IGARs

Wartime IG

- **Early return of family members**
- **Emergency leave procedures**
- **Nonsupport of family members**
- **RC family issues (ID card, health care, PX and commissary privileges)**
- **Reserve Component entitlements (pay and health care)**
- **Shipment or storage of household goods**
- **Family care plans**

Wartime IG

IG Functions: Inspections

ELO

- **Focus inspections on the CG's highest priorities.**
- **Recommend high payoff issues to CG.**
- **Identify issues for resolution.**
- **Use technical channels to share results of inspection trends and findings.**

Typical Inspections

Wartime IG

- **Unit readiness**
- **Processing for overseas movement**
- **Post-mobilization training**
- **Ammunition resupply operations**
- **Combat feeding system**
- **Mail services**
- **War trophies or contraband**
- **Enemy prisoner of war operations**
- **Mortuary affairs**
- **Replacement system**
- **Accountability and serviceability of returning equipment**

IG Functions: Investigations

ELO

- **Difficult to conduct investigations while deployed:**
  - **Operational requirements may limit your access to the commander**
  - **Time and distance factors**
  - **Greater reliance upon tech channel support from other IGs who may also be deployed.**
- **Records release policies for IG records such as ROIs do not change during military operations.**

Wartime IG

IG Functions: Teach & Train

ELO

- **This function is a fundamental portion of all other IG activities.**

- **Teaching and training soldiers on fundamental tasks is essential to mission success.**

- **IGs help bridge the knowledge gap with regard to standards and policies.**

Train As You Will Fight

- **Participate in all training**
  - **Command post exercises**
  - **Field training exercises**
  - **Combat Training Center rotations**
  - **Mobilization and deployment readiness exercises**
- **Include concurrent, split operations training involving the home station installation IG office**

IG Duty Restrictions

- **IGs must not be used in non-IG capacities such as:**
  - **Liaison officer**
  - **Rear command post commander**
  - **Detachment noncommissioned officer in charge (NCOIC)**
  - **Sergeant of the guard**

- ***Who can approve exceptions to the policy?***

Wartime IG

The IG's Role in Military Operations

ELO

- **The IG system remains constant in war and peace.**
- **Peacetime role = wartime role**
- **Dictated by the command's mission and the phase of the operation**

– **AR 20-1, Chapter 9**

Operation Desert Shield / Desert Storm

Wartime IG

Desert Shield / Storm

Assistance

- **Situation: You are with a Corps IG office deployed in SWA. There are four divisions, corps troop units and Echelons Above Corps support elements in your Area of Operations (AO).**

- **How would you ensure that all the soldiers in your AO are afforded IG assistance?**

Wartime IG

Desert Shield / Storm

Assistance

- **Provide guidance in OPLAN / OPORD**
  - **Unit IGs provide support to Soldiers assigned to their units**
  - **Provide assistance on an area basis**
- **Coordination between IGs**
- **Use Acting IGs**
- **Visit units to allow soldiers to present complaints in person**

Wartime IG

Desert Shield / Storm

Assistance

- **Greatest source of IG business**
- **Tech channels, in theater, in Europe, and in CONUS, were critical**
- **Longer time to resolve**
- **Kept IGs busy**
- **Mostly 3rd party IGARs**
  - **"I heard that PFC Snuffy said . . . "**
- **Communications links critical**

Wartime IG

Desert Shield / Storm

Systemic Issues

- **You are in a Corps IG office in SWA and have received dozens of complaints about lost, stolen, and late mail.**
- **This appears to be a theater-wide problem as subordinate and adjacent command IGs are also reporting the same problem.**
- **The Corps CoS also asks the IG to look into the problem.**
- **How would you handle these individual IGARs and the request by the CoS?**

Desert Shield / Storm Systemic Issues

Wartime IG

- **Corps IG realized there was a systemic problem with mail**
- **IG PA determined that theft of mail was criminal, so he coordinated with CID**
- **CID was working other, higher priority cases**
- **Corps IG conducted a special inspection and requested the Corps CG provide the results to CIDC**

Desert Shield / Storm

IGARs Analysis

- **Always look for trends**
- **Interface with Subject Matter Experts (SMEs)**
- **Coordinate with other agencies, e.g. CIDC**
- **Which IG function can best address the issue:**
  - **Assist, investigate, inspect, or teach and train?**

Desert Shield / Storm

Wartime IG

IGARs Analysis

- **Submitted by all ranks**
- **Substantiation rates consistent with peacetime**
- **More family support issues**
- **Numbers increased during the holidays**
- **No correlation with living conditions**
- **Greater percentages in RC units**
- **Increased greatly after combat operations ceased**

Wartime IG

Desert Shield / Storm

Inspections

- **Situation: You are Chief of Inspections in a division IG office and you have just arrived in SWA. You have 12 IGs deployed and 5 IGs remaining at home station. Your boss asks you to draft a prioritized inspection list.**

- **What issues should you focus on?**

Desert Shield / Storm

Inspections

- **Focus on issues based on your CG's guidance**
- **IGs developed and implemented IG combat-focused inspection programs**
  - **Special, General, and Follow-Up Inspections**
  - **Focused on combat service support, command & control, mobility, countermobility & survivability**
- **Conducted at all levels**
- **IGs worked closely with SMEs**

Desert Shield / Storm

Inspections

- **Typically short, intense, with rapid feedback**
- **Start with a directive**
- **Short notice**
- **Short suspense**
- **Interface with SMEs**
- **Publish a report**

Desert Shield / Storm

Wartime IG

Investigations

- **You conduct an investigation into allegations that a battalion commander reported the readiness of his unit as C-1 when it was really C-4 (missing mission critical surgical equipment).**
- **You substantiate all allegations and close the case.**
- **The CG orders a follow-on investigation. An AR 15-6 investigating officer (IO) not-substantiates all allegations.**
- **You read the 15-6 report and disagree with the conclusions.**

Wartime IG

Desert Shield / Storm

Investigations

- **IG procedures changed as a result**
  - **If allegations such that commander would want to punish, IG recommends a command inquiry before closing IG investigation**
- **Review the 15-6 for due process**
  - **AR 15-6 was conducted properly, to include legal review**
  - **IO used mitigating circumstances to not-substantiate**
- **Use IG standard of proof – preponderance of evidence**

Wartime IG

Desert Shield / Storm IG Investigations Function

- **Difficult to do when deployed**
- **More time to complete**
- **Greater reliance of technical channels**
  - **Time and distance factors**
- **Sensitivity and visibility magnified**
- **Generally conducted inquiries instead of investigations**
- **Same records release procedures**

Desert Shield / Storm

Wartime IG

IG Confidentiality

- **You are a division IG and your best friend from the office of the SJA tells you that one of his clients stated that members of his battalion plan to frag the commander.**

- **The lawyer does not wish to divulge the identity nor the position of his client but tells you the unit involved.**

Desert Shield / Storm

IG Confidentiality

- **The IG referred the case to the brigade commander.**

- **Other options:**
  - **Notify CG**
  - **Notify chaplain**

Wartime IG

IG Teaching & Training

- **Be innovative**
- **Publish Newsletters and Bulletins**
- **Visit units**
  - **Soldiers**
  - **Commanders**
- **Conduct Sensing Sessions**
- **Work closely with SMEs**

Wartime IG

Desert Shield / Storm AAR: Sustain

- **IGs deployed with all units**
- **Supported home station installations and SWA**
- **IGs were flexible and adaptable**
- **IGs served all three Army components**

Wartime IG

Desert Shield / Storm AAR: Needs Improvement

- **Inadequate MTOE / TDA**
  - **Equipment**
  - **Personnel**
- **Outdated Wartime SOPs**
- **IGs had not trained with their units**
- **IGs not full service**
- **Active Component IGs lacked strong Reserve Component perspective**

Wartime IG

Desert Shield / Storm

Lessons Learned

- **BE PROACTIVE**
- **Publish Wartime Policy**
  - **AR 20-1, Chapter 9**
- **Update MTOE / TDA**
- **Review and update Mobilization Plans**
- **Train with wartime units**
- **Establish technical channels**
- **Need a combat IGNET system**

Wartime IG

Desert Shield / Storm More Lessons Learned

- **Get involved with the planning process**
- **Plan for coverage from home base to battlefield**
- **Plan for split operations in theater**
- **Capture issues that become basis for future inspection plans**

Small Scale Contingencies (SSCs)

Wartime IG

Hurricane Andrew Relief Duty Restrictions

- **You are a Division IG. Your division is preparing to deploy a task force to Florida to assist with hurricane relief operations.**
- **Part of the division staff will deploy, but many will support the operation from the installation.**
- **The CoS asks you to be the CoS, Fwd. He says that he's cleared it with the CG.**

Wartime IG

Hurricane Andrew Relief Duty Restrictions

- **Teach and Train**
  - **IG duty restrictions**
  - **TIG must release IGs from the IG detail**
  - **Non-IG duty may subsequently affect IG impartiality in future IG cases**

Wartime IG

Hurricane Andrew Relief IG Issues

- **Family Support**
- **Property accountability**
- **Gratuities to soldiers**
- **Civilian medical treatment**
- **Insect control**

Wartime IG

Hurricane Andrew Relief
More IG Issues

- **Inspections and Inquiries**
  - **Prostitution**
  - **Black marketing**
  - **Controlled substance security**
  - **Fitness of donated goods**

- **Tech channels were critical**

Wartime IG

Hurricane Andrew Relief IG Lessons Learned

- **Voids in deployed staff expertise**
  - **IG staff was not prepared to perform all four IG functions**
- **IG should deploy early**
- **Train to conduct split operations**

Operation Joint Endeavor / Joint Guard / Joint Forge

Former Yugoslavia

Operation Joint Endeavor

First Rotation Oct 95 - Dec 96

Wartime IG

- **1st Armored Division IG Office**
  - **Full Service IG**

- **Split-base operations**

Wartime IG

Operation Joint Endeavor Inspections

- **Predeployment Dispatch System**
- **Class I Point**
- **Vinkovici Railhead**
- **Rear Area Operations Center (RAOC) Operations and Training**
- **Soldier Morale (after Sava flood)**
- **Tuzla Base Manpower Survey**
- **Resource Stewardship**
- **OIP**

Wartime IG

Operation Joint Endeavor Assistance and Investigations

- **IGs at main Task Force locations**
- **Trained Acting IGs**
- **Over 350 IGARs**
- **#1 issue = Nonsupport**
- **IGNET Connectivity**
  - **Directly related to mission success**
  - **The major lesson learned**

Wartime IG

Operation Joint Endeavor Teaching & Training

- **Monthly IG Newsletter "3 Minute Reader"**
- **Base camp visits**
- **Numerous sensing sessions**
- **Base camp mayors training classes**
  - **Promotions**
  - **Pay**
  - **Performance evaluations**
  - **Awards**

2002 KFOR Root Cause Analysis

Wartime IG

- **In 2002, USAREUR IG analyzed the IGARs from all previous KFOR Rotations**
- **Common IGARs**
  - **Nonsupport of family**
  - **Enlisted promotions**
  - **Pay problems**
  - **Abuse of authority**
  - **Reprisal**
  - **Improper relationships**
- **IGNET connectivity good**
- **Causes:**
  - **Pressure of the environment**
  - **Poor soldier preparation at home station**
  - **Finance Detachment**

2002 KFOR Prep

- **Taught and trained incoming unit (1ID) prior to deploying**
- **Finance Battalion sent senior NCO to lead detachment**
- **IGARs compared to previous rotation:**
  - **Nonsupport cases down more that 75%**
  - **Pay problems down significantly**
  - **Enlisted promotion problems down**

Current Operations

Wartime IG

Combined Joint Task Force (CJTF) 180

- **Area of Responsibility (AOR) extends over four countries: Afghanistan, Pakistan, Uzbekistan, Tajikistan**
- **Joint Manning Document (JMD) authorizes two IGs: one Lieutenant Colonel and one Master Sergeant**
- **Supported population is about 10,000 U.S. service members**
  - **By comparison, 10th Mtn Div has 13 IGs for 10,500 soldiers.**

K2 (Karshi-Khanabad)
TURKMENISTAN
CJTF-
180 IG
= 2 IGs
Bagram
Kabul
AFGHANISTAN
Islamabad
Kandahar
PAKISTAN

IG Functions in CJTF-180

Wartime IG

- **92% of IGARs are <u>Assistance</u>**
- **One investigation and one investigative inquiry conducted**
- **No inspections conducted**
  - **Three sensing sessions conducted**
- **Teaching and training:**
  - **New commander briefings**
  - **Distribute IG Pocket Reference Guide**
  - **Weekly newcomer's briefings**

Wartime IG

CJTF-180 Cases

- **Command Issues 15**
  - **Double standard, not taking care of soldiers**
- **Personnel / Administration 7**
- **Finance 3**
- **Improper Mental Health Referral 2**
- **Reprisal for seeing IG 1**
- **Sexual Misconduct 1**
- **Non-Support 1**
- **98% of cases involve Reserves / NG**

Operation Iraqi Freedom Assistance

Wartime IG

- **Post-combat operations resulted in a great increase of walk-in IGARs:**
  - **"Have-Not Units" – no cots, no mosquito nets.**
  - **Units without Desert Camouflage Uniforms (DCUs) are "second-class citizens."**
  - **Distribution of Sundry Packs**
  - **Lack of ration variety**
    - **Beef stew seven days in a row.**
  - **Wartime Souvenir Policy.**
    - **Soldiers wanted to know sooner that they could keep enemy TA-50 (initial guidance was no).**

Operation Iraqi Freedom Inspections

Wartime IG

- **Convoy procedures**
- **Weapons cleaning and proficiency**
- **Sick Call**
- **Rear Detachment and Family Readiness Groups**
- **Postal operations**
- **Movement Control Operations**
- **Sensing Sessions with Iraqi Workers**

Wartime IG

Operation Iraqi Freedom Investigations

- **Investigative inquiry regarding theft of personal property from wounded and dead Enemy Prisoners of War (EPWs)**

Wartime IG

Operation Iraqi Freedom Teach and Train

- **Geneva Convention standards for handling EPWs**

Wartime IG

CJTF 7 Transition From V to III Corps February 2004

- **Few non-support cases so far (2 out of 38) due to …**
  - **Better soldier preparation pre-deployment?**
  - **Most units are going home or just arriving?**
- **IG tech channels crucial**
  - **Many cases involve more than one MACOM**
  - **Many cases being referred to home station IG as units redeploy**
  - **Reserve / National Guard section and EO Office at CJTF-7 HQ are great SME assets**

CJTF 7 Update March 2004

Wartime IG

- **Non-support cases remain low**
- **75% of cases involve Reserve / National Guard soldiers**
- **29% of cases involve MP units**
- **Inquiries mostly involve allegations of abuse of authority; most are not substantiated**
- **Current inspections of:**
  - **Division and brigade detention facilities**
  - **Captured enemy ammunition collection**
- **Small number of Procedure 15 Reports (Intelligence Oversight)**

Wartime IG

III Corps May 2004

- **External Agency Investigations being conducted by:**
  - **DoD IG**
  - **Department of Transportation**
- **Theater Transitions**
  - **DoD IG will remain in Theater as part of the Embassy**
- **Procedure 15 cases on the rise**

ELOs

- **Describe the IG's role and functions during military operations.**

- **Describe the impact of military operations on the four IG functions:**
  - **Inspections.**
  - **Assistance.**
  - **Investigations.**
  - **Teaching and Training.**

- **Describe techniques an IG can use to ensure all soldiers have access to IG support during military operations.**

Wartime IG

Any Questions?